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### Leading Change

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# Leadership for CHANGE

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**Courage is what it takes to stand  
up and speak, courage is also  
what it takes to sit down and  
listen.**

**~Winston Churchill**



# Change = Transition

The background of the slide features a close-up photograph of several clear ice cubes melting on a dark, reflective surface. The ice is partially melted, with puddles of water forming around the base of the cubes. The lighting is soft, creating a cool, blue-toned atmosphere. The text is overlaid on this image in a bright red color.

## Structural

- Introducing
- Visioning
- Reorganizing

## People

- Fear of Unknown
- Letting Go
- Sense of Loss (Grief)



**Research confirms:  
75 percent of change  
initiatives fail.**

...

**Watch the People  
Side of the process.**



# Change Agents & Partners

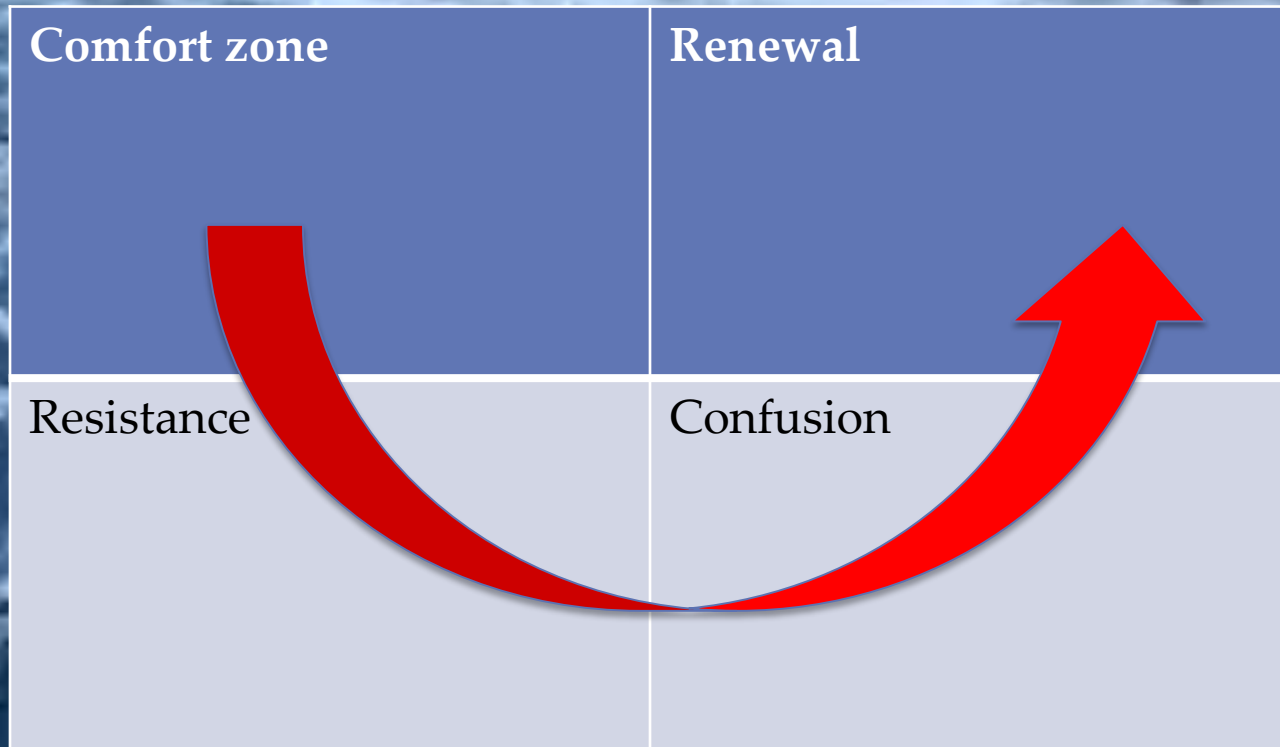
- **Leader**
  - Identifies need for change, decides to implement, has power to legitimize the change
- **Agent**
  - Responsible to implement change strategy and develop plans
- **Target**
  - The ones who will change their work, roles, or processes
- **Advocate**
  - Crucial role. Makes recommendations, understands the need for change but has no power to force change. Encouraging supporter

# Garner Buy-In

- Shared definitions (pool of meaning)
- Shared understandings
- Shared stories from institutional memory (find that storyteller!)
- Locate key resisters
- Address negative resistance
- Value positive resistance
- “He that complies against his will is of his own opinion still”  
Samuel Butler



# Culture and Change





# Sell and Seal

- **Communicate Communicate Communicate**
- **55% of understanding: your gestures**
- **38% of understanding: your tone**
- **7% of understanding: your words**



# Manage Expectations

## Internal

- **Employees**
- **Patrons**
  - Faculty
  - Students
  - Staff

## External

- **Stakeholders**
  - Administration
  - Instructional Technology
  - Consortia Partners
- **Donors**
- **Former Employees**



# Mutual Purpose

## Organization

- Clear Mission Statement
- Communicate changes beyond organization

## People

- Defined Roles
- Professional Development



# Transition Complete

- Celebrate
- Recognize
- Provide closure
- Assess





# Evaluate

- **Results**

- Did this change achieve what you planned?
- What story does the quantitative data tell?
- What story does the qualitative data tell?

- **Process**

- What went well?
- What did you learn?
- Where were the greatest struggles?
- What will you adjust next time?





# Caution: Watch for Change Fatigue

• • •  
Change is the only constant



A photograph of a large, multi-story building with a grid-like facade, possibly a data center or server farm. The building is covered in a layer of snow or frost, and the foreground is a snowy, uneven surface. The sky is dark and overcast.

**\*Unfreeze**

**\*\*Shift**

**\*\*\*Refreeze**



**Discussion!**

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